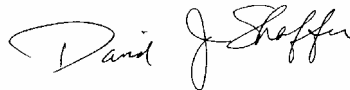


MEMORANDUM FOR DISTRIBUTION D AND E

SUBJECT: Equal Employment Opportunity (EEO)

1. Every individual has the right to fair and equal treatment. Equality and diversity are key ingredients that enable our Army to be the best in the world. We must work hand in hand to ensure that every person is treated fairly, with dignity, and with respect in all of our interactions. There can be no room for any discrimination based on race, color, religion, sex (including sexual harassment), age, national origin, physical or mental disability, or sexual orientation. I have zero tolerance for such discrimination.
2. I expect all AMSAA employees to report any incidents of harassment or discrimination to their management chain of command. EEO is a responsibility that extends to every member of AMSAA. If you feel that your management chain has not properly addressed your EEO concerns, you can seek out other management team members or you can come to me directly. I request that you be vigilant for any signs of behavior that are inconsistent with the highest EEO standards. I ask for your help to maintain a discrimination-free and harassment-free workplace.
3. We cannot accomplish our mission without the commitment of everyone to maintain and respect EEO principles. We must always work together to guarantee that all AMSAA employees are afforded the opportunity to excel and to work in an environment that is free of bias and harassment.

DAVID J. SHAFFER
Director